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Fifth Committee
Agenda item 113 (d)
Appointments to fill vacancies in subsidiary organs and other appointments

Appointment of members of the International Civil Service Commission

Note by the Secretary-General

1. As indicated in document A/69/104, the General Assembly will be required, at its current session, to appoint five persons to fill the vacancies that will occur in the membership of the International Civil Service Commission beginning on 1 January 2015.

2. The members of the Commission whose terms of office expire on 31 December 2014 are:

Kingston Papie Rhodes (Sierra Leone) (Chair);
Marie-Françoise Bechtel (France);
Emmanuel Oti Boateng (Ghana);
Carleen Gardner (Jamaica);
Eugeniusz Wyzner (Poland).

Thus, the members to be appointed should come from the following regions:

Two members from the African States;

One member from the Eastern European States;

One member from the Latin American and Caribbean States;

One member from the Western European and other States.

3. Candidatures have been received from the following Member States:

(a) From the African States (two vacancies):

Emmanuel Oti Boateng (Ghana);
Kingston Papie Rhodes (Sierra Leone);

(b) From the Eastern European States (one vacancy):

Eugeniusz Wyzner (Poland);

(c) From the Latin American and Caribbean States (one vacancy):

Carleen Gardner (Jamaica);

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(d) From the Western European and other States (one vacancy):

Marie-Françoise Bechtel (France).

4. The appointment of the members of the Commission is governed by the provisions of articles 3, 4 and 5 of its statute. Pursuant to those provisions, and in accordance with paragraphs 3 and 4 of section II of General Assembly resolution 43/226, the Secretary-General has undertaken consultations with Member States, through the Chairs of the various regional groups, with the executive heads of the other organizations, with staff representatives through the Federation of International Civil Servants' Associations and the Coordinating Committee for International Staff Unions and Associations of the United Nations System and with the Advisory Committee on Administrative and Budgetary Questions.

5. Regarding consultations among Member States, Mr. Rhodes has been endorsed by the African States, Mr. Wyzner by the Eastern European States, Ms. Gardner by the Latin American and Caribbean States and Ms. Bechtel by the Western European and other States.

6. Thus, the Secretary-General hereby submits to the Fifth Committee for its consideration the list of candidates nominated for membership in the International Civil Service Commission for a four-year term of office beginning on 1 January 2015:

(a) From the African States:

Emmanuel Oti Boateng (Ghana);
Kingston Papie Rhodes (Sierra Leone);

(b) From the Eastern European States:

Eugeniusz Wyzner (Poland);

(c) From the Latin American and Caribbean States:

Carleen Gardner (Jamaica);

(d) From the Western European and other States:

Marie-Françoise Bechtel (France).

7. The candidates' curricula vitae are set out in the annex to the present note.

Annex

Curricula vitae*

Emmanuel Oti Boateng (Ghana)

Daasebre Professor (Emeritus) Emmanuel Oti Boateng is a respected traditional ruler and leader, an eminent national and international executive, and a renowned scholar.

He was enstooled in 1992 as Omanhene (Traditional King) of the New Juaben State of Ghana with the royal title of "Daasebre", which means "His Benevolence". Before occupying the Stool, he held the high office of Government Statistician, a position he occupied with distinction for a record period of nearly 18 years (1982-2000).

Daasebre holds the degrees of Bachelor of Science with honours in Economics from the University of Ghana, Master of Science in Statistics from the London School of Economics and Political Science and a Philosophy Doctorate in Statistics from the University of Liverpool, United Kingdom of Great Britain and Northern Ireland. Daasebre (Professor) Oti Boateng developed in his doctoral thesis an algebraic algorithm for the exact inverse of symmetic tri-diagonal matrices. He has over 80 technical publications to his credit in the areas of statistics, computing, governance, economics, population and policy issues.

His work experience began in 1963 with the largest bank in Germany, the Deutsche Bank, in its foreign department in Frankfurt. In 1966, he worked with the Boston Edison Company in the United States of America and produced a classic statistical analysis of Boston Edison's economic progress relative to the United States economy.

As Government Statistician, Daasebre rebuilt the Ghana Statistical Service to an enviable position as one of the best in Africa. During his tenure, he coordinated and supervised the production of over 350 statistical publications which informed important national policy decisions. He successfully conducted the 1984 Population Census of Ghana during a period of difficult economic conditions.

Daasebre was a member of the United Nations Statistical Commission from 1983 to 1998 and became the first African to be elected as Chair of the Commission in 1987. In January 1993, Daasebre was also elected the first African Chairman of the International Conference of Labour Statisticians at its fifteenth session in Geneva.

As Traditional Ruler, he combines the dual roles of administration and adjudication; mobilizing his people for development and settling disputes among them, chairing and sitting on various Judicial Committees at the regional and national levels. Daasebre has remarkably strengthened the New Juaben Traditional Council as a local institution for the prosperity of the people.

The genesis of the annual celebration of the African Statistics Day on 18 November is linked to Professor Oti Boateng's original proposal of the idea, which was supported by the Economic Community of West African States (ECOWAS) Directors of Statistics meeting in Accra in 1987 under his

* Curricula vitae are issued without formal editing.

chairmanship. The proposal was endorsed by ECOWAS ministers and subsequently adopted by the African Union.

During the first term of the Fourth Republic (1993-1997), Daasebre was elected as a member of the Council of State. He is a member of the National House of Chiefs and Chairman of its Finance Committee. He is the immediate past President of the Eastern Regional House of Chiefs.

Daasebre has served on a number of important national bodies, including the National Development Planning Commission (1993-2000), the National Population Council (2002-2009), the Volta River Authority Board (2001-2007), the Community Water and Sanitation Agency (2006-2010), the National Judiciary Review Committee on Traditional Adjudication (2010-2011) and the Ghana AIDS Commission (since 2009).

As a member of the Constituent Assembly in 1978 and 1979, Daasebre not only contributed significantly to the drafting of the 1979 Republican Constitution but also succeeded in getting his recommendation for the establishment of an autonomous Ghana Statistical Service accepted by the Assembly, which eventually led to the promulgation of the Statistical Service Law of 1985.

For 16 years (1983-1999), Daasebre was a member of the National Tripartite Committee for the negotiation of national minimum wages and other conditions of employment and served as Chairman of its Technical Subcommittee for the period.

Daasebre has been a member of the International Civil Service Commission since 2003 and has made significant contributions to the Commission's deliberations, including the review and rationalization of the common system allowances and benefits, monitoring the pilot study and broad banding pay for performance. Before this appointment, Daasebre had served with assiduity on the Commission's Advisory Committee on Post Adjustment Questions for a period of 10 years (1993-2003).

On 23 September 2003, the All Nations University in Koforidua conferred on Daasebre the distinguished title of Professor (Emeritus) of Statistics. In October 2005, Daasebre delivered his Inaugural Lecture at the All Nations University in Koforidua on the topic "Electoral Boundaries Review and Population Census Periodicity: The Need for Precision and Synchronicity in the Process", which provided a compelling case to establish a precise legal periodicity to regulate the conduct of population censuses in the country.

Daasebre's excellent academic achievement and experience in the field of statistics earned him the recognition of the "International Leaders in Achievement", published by the International Biographical Centre (IBC) in Cambridge, United Kingdom, in 1988. He has also been appointed to the renowned position of Honorary Director General of IBC.

Daasebre's teaching experience started in 1964 as mathematics tutor at Opoku Ware Secondary School in Kumasi. From 1969 to 1982, he was appointed a Senior Research Fellow and Director of Studies at the Institute of Statistical, Social and Economic Research, University of Ghana, where he lectured in statistics, economics, data processing and computer programming. In June 2007, he was honoured with the Distinguished Service Award by the Economics Department of the University of Ghana for his outstanding contributions to the teaching and practice of Statistics.

In July 2008, Daasebre received the National Award of the Order of the Volta (Civil Division) for his public service and traditional leadership. On 31 July

2008, he received the key to the City of Rochester in New York State, United States, from Mayor Robert J. Duffy in recognition of his promotion of twin sister-city relations. Again in 2008, the Daasebre (Professor) E. Oti Boateng Foundation was established by the American Biographical Institute to honour distinguished statisticians worldwide.

Daasebre is the author of the book entitled *Barack Obama — Africa's Gift To The World*, written in July 2009 to commemorate the historic visit of President Barack Obama, the first African-American President, to Ghana and Africa.

Daasebre's experience as a United Nations commissioner surviving the Santiago 8.8 magnitude earthquake of 27 February 2010 inspired him to develop an innovative model entitled "A Root Based Model for Disaster Risk Reduction and Sustainable Community Development" to assist humanity to prepare for a better tomorrow.

On 21 August 2010, Daasebre was conferred as Vice-Chancellor of the World Academy of Letters within the Halls of St. John's College, Cambridge University, United Kingdom, at the 2010 World Forum.

In March 2012, Daasebre was among a seven-member United Nations commissioners' mission to war-torn Afghanistan to interact with the United Nations personnel with a view to improving their general welfare and boosting their morale. Daasebre took part in similar United Nations missions carried out in 2008 in the then conflict areas of Côte d'Ivoire and Liberia.

On 19 April 2012, Daasebre honoured a singular invitation from the Rt. Hon. Lord David Alton of Liverpool to visit the British House of Lords, the ancient citadel of democracy in the United Kingdom.

Daasebre Prof. (Emeritus) Oti Boateng is the author of "Development in Unity Vol. One", published in 2013, which is a compendium of research works, published articles, speeches, seminar presentations, radio broadcasts and addresses written by him over the past 40 years. In these articles, the author combines his rich scholarly background and his deep understanding of complex traditional, national and international issues in addressing pertinent development challenges that face humankind.

Daasebre attained an iconic status in Ghana's revered chieftaincy and cultural history following his pioneering role and exceptional feat of institutionalizing a traditional festival in Post-Independence Ghana — the Akwantukese or the Great Migration — which brings into contemporary prominence a missing historic event of a major part of Ashanti history in Ghana.

As Chancellor of All Nations University, Daasebre has laid a visionary leadership foundation to anchor the University as a global centre of excellence in his indigenous traditional state with the historic space launch of the first miniature satellite (CAMSAT) by an African University south of the Sahara in May 2013.

In April 2013, the President of Ghana appointed Daasebre as a member of the Presidential Task Force charged with the responsibility of preparing the grounds for the establishment of a public University in the Eastern Region of Ghana.

On 17 December 2013, Daasebre was honoured with the conferment of the topmost award of Distinguished Fellow (DF) by the Distinguished Scholars of Africa in recognition of his unparalleled exploits in academia, international civil service and cultural activism in Africa.

Expanding on the 2010 Root-Based Model, Daasebre is currently developing a Root-Based Economic Development (r-BED) Model, as a systemic integrated communal development model that will utilize time-tested indigenous institutions of governance and internalized community support systems to build self-secured local economies in a sustainable manner.

Kingston Papie Rhodes (Sierra Leone)

Kingston P. Rhodes currently serves as Chair of the International Civil Service Commission (ICSC), which was established by the General Assembly for the regulation and coordination of the conditions of service of the United Nations common system organizations. Mr. Rhodes is responsible for directing the work of the Commission and its secretariat in developing a single unified international civil service through the application of common personnel standards, methods and arrangements. In the exercise of his functions he chairs the biannual sessions of the Commission and promulgates the decisions of the Commission for implementation by the executive heads of the common system organizations.

Under his leadership, the Commission has emphasized its central role in strengthening human resources systems in United Nations organizations. Recent examples of major initiatives undertaken by ICSC under his leadership include the harmonization of conditions of service for United Nations common system staff serving in non-family duty stations, the publication of revised Standards of Conduct for the International Civil Service and the development of frameworks, both for human resources management and for performance management.

Mr. Rhodes served from January 2000 to December 2004 as ICSC Executive Secretary (Chief Administrative Officer), during which time he managed the ICSC secretariat and directed the development of compensation and human resources policies. He was the Commission's interlocutor in the informal sessions of the General Assembly's Fifth Committee where he provided technical clarifications of the Commission's views and recommendations as contained in its annual reports. Mr. Rhodes also served as Joint Secretary to the Panel on the Strengthening of the International Civil Service, a high-level group appointed by the Secretary-General to review the functioning of the Commission.

Between 1980 and 1999 Mr. Rhodes served in increasingly responsible positions in the ICSC secretariat. His first appointment was as statistician in the Cost-of-Living Division and later as Research Officer on pay and benefits issues in the Salaries and Allowances Division. In 1992, Mr. Rhodes returned to the Cost-of-Living Division as Deputy Chief and in 1995 was appointed Chief of that Division and Secretary of the Advisory Committee on Post Adjustment Questions, an expert panel that advises the Commission on matters of statistical methodology. In that role he directed work on the United Nations worldwide system of equalizing the purchasing power of staff salaries. He also provided technical advice to the Commission on statistical matters and significantly expanded professional contacts with leading statistical agencies throughout the world.

Between 1969 and 1980, Mr. Rhodes served in the Sierra Leone national civil service, where his last post was acting Deputy Director of the Central Statistics Office. During this period he was also engaged part-time in the academic sector as lecturer in quantitative methods at the Department of Economics, University of Sierra Leone; lecturer in statistics for administrative officers at the Civil Service Training College; assistant course director at the Munich Centre for Advanced Training in Statistics; and consultant statistician to the University of California on the 1978 national nutrition survey in Sierra Leone, subsequent to which he spent 1979 on attachment to the United States Bureau of the Census and the United States Bureau of Labour Statistics.

Mr. Rhodes was the representative of the Government of Sierra Leone in 2006 to the Fifth Committee at the sixty-first session of the General Assembly. In the early 1970s he was Sierra Leone's representative to the fifth and seventh sessions of the United Nations Africa Commission on Agricultural Statistics and Vice-Chair of the seventh session.

Mr. Rhodes holds postgraduate degrees from the Moscow Institute for Economics and Statistics and from George Washington University, Washington, D.C.

In 2012, Mr. Rhodes received Sierra Leone's Presidential Award, the Order of the Rokel, in recognition of his outstanding services to the international community. In the same year, he was awarded an honorary doctorate degree (honoris causa) by the Moscow State Institute of International Relations for his contribution to the strengthening of peace, international cooperation and friendly relations among nations.

Mr. Rhodes works in English, Russian and French.

Eugeniusz Wyzner (Poland)

Education

Law degree (International Law), Warsaw University;

Post-graduate studies at the Hague Academy of International Law

Executive and personnel management responsibilities in public administration (art. 3 of the ICSC statute)

He has served as member of the International Civil Service Commission, including a term as its Vice-Chair.

At the United Nations Secretariat, he served as Under-Secretary-General for Public Information (1992-1993) and Under-Secretary-General for Conference Services and Special Assignments (1982-1992). While managing those two large departments, he was personally involved in the development and implementation of various reform and efficiency measures, in order to provide professional and effective conference and information services to Member States.

Over a long period of time, he participated in the work of United Nations bodies dealing with various aspects of personnel issues. He was Chairman of the Appointments and Promotion Board (1991-1993), of the Steering Committee for the Improvement of the Status of Women in the Secretariat (1989-1992), and of the Publications Board (1982-1993). He was also a member of the Programme Planning and Budgeting Board (1984-1993), and the Secretariat Group on Administrative Reform (1983-1984).

In his country's Civil and Foreign Service, he held a wide range of posts requiring managerial competence. In 1998 and 1999 he served as Ambassador, Permanent Representative of Poland to the United Nations. He was the Secretary of State and First Deputy Minister for Foreign Affairs of Poland in 1996 and 1997. In 1994 and 1995, he was the Parliamentary Secretary and Deputy Minister for Foreign Affairs of Poland. During that period (1994-1997), he was Vice-Chairman of his country's delegation to the General Assembly.

After serving his country as Permanent Representative to the United Nations Office and other international organizations in Geneva, he became Director of the Department of International Organizations in the Ministry of Foreign Affairs of Poland. His executive career at the Ministry of Foreign Affairs began as Head of the Treaties Section. Later, he became Director (1972) of the Ministry's Legal and Treaties Department.

Other professional and United Nations activities

Delegate to numerous sessions of the General Assembly and of the Economic and Social Council

Chair, Preparatory Committee for the 2000 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons

United Nations Commissioner-General for Expo 1993, which took place in the Republic of Korea

Chair, United Nations Exhibits Committee (1992-1993)

Chair, United Nations Senior Advisory Board on Services to the Public (1992-1993)

Chair, International Annual Meeting on Language Arrangements, Documentation and Publications (1982-1991)

Chair, United Nations Disarmament Commission (1982)

Chair, Legal Subcommittee, United Nations Committee on the Peaceful Uses of Outer Space (until 1982)

Also, member of the Boards of Directors of the International Peace Academy (New York), of the International Institute of Space Law (Paris), and of the International Congress Institute (Salzburg)

Other functions in Poland

Currently Vice-President, Jan Karski Society; Member of the Ambassadors Board, European Academy of Diplomacy

Vice-Chairman, Poland's Committee on the Observance of the Fiftieth Anniversary of the United Nations (1994-1996)

Chairman, Governmental Board on the Implementation of the Convention on the Prohibition of Chemical Weapons (1996-1997)

Member, Committee on Space Research, Polish Academy of Sciences (1996-1997)

Decorations and citations

Numerous Polish decorations, including Grand Commander's Cross of the Order of Polonia Restituta and title of Ambassador ad personam; Order of the Légion d'Honneur awarded by the President of France; Order of the Phoenix awarded by the President of Greece; testimonial from the United Nations Secretary-General in recognition of dedicated service in support of the United Nations peacekeeping operations

Publications

Writings on various international subjects, including the United Nations

Languages

Polish, English, French, Russian

Carleen Gardner (Jamaica)

Ms. Gardner was elected by the United Nations General Assembly to serve as a member of the International Civil Service Commission (ICSC) from January 2011 to December 2014. She is a member of the Commission's Working Group on the Revision of the Human Resources Management Framework of the United Nations and the Working Group on the Review of the Remuneration Structure of the United Nations Compensation System.

A human resources management professional, Ms. Gardner has extensive regional and international experience in job evaluation, compensation, salary surveys, organization design and development, performance management and staff development. She has a strong academic and consulting background, in addition to having several years of management experience in the United Nations common system.

Education

M.A. Organizational Management, George Washington University, United States, 1987.

M.A. Education, Howard University, United States, 1972.

B.A. French and Sociology, Howard University, United States, 1970.

Other training

Monitoring and Evaluation of Development Projects — International Programme for Development Evaluation Training (IPDET), Carleton University/World Bank, Canada, 2006.

Project Management, ESI International/George Washington University, United States, 2006.

Negotiating Change, Harvard University, United States, 1997.

Management Consulting, University of Delft (RVB), Netherlands, 1982.

Countries of work experience

Afghanistan, Antigua, Barbados, Côte d'Ivoire, Democratic Republic of the Congo, Gambia, India, Italy, Jamaica, Libya, Kenya, Nigeria, Rwanda, Senegal, South Africa, Thailand and Trinidad and Tobago.

Membership in professional organizations and public service

- International Development Evaluation Association.
- Jamaica's Salary Review Board.
- Productivity Council.
- Project Monitoring Board of Government of Jamaica.
- Executive Committee Institute of Management Consultants of Jamaica (former member).

Languages

English (mother tongue), French and Italian (fluent), Spanish (fair)

Employment record

2007-2009 **Chief Executive Officer, UWI Consulting, University of the West Indies, Jamaica**

Mobilized the intellectual resources of the University of the West Indies (UWI) to provide consulting services to Governments, international organizations and the private sector in the Caribbean region. Conducted assignments for:

- Department of Economic and Social Affairs of the United Nations Secretariat, on human resources management and effectiveness of development programmes
- Office of the Special Adviser to the Secretary-General on Gender Issues and Advancement of Women on governance options for the establishment of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
- Department of Political Affairs of the United Nations Secretariat, on a strategic framework for United Nations-Caribbean Community (CARICOM) collaboration

Coordinated assignments for the European Union and the HEART Trust/National Training Agency (HEART/NTA) Banana Retraining Programme.

Directed the design of the Canada/CARICOM Leadership Development Programme for the Canadian International Development Agency (CIDA).

2004-2006 **Deputy Executive Director, United Nations Office for Project Services (UNOPS), New York**

Directed the global operations for project management services to United Nations organizations and to Governments.

2000-2004 **Assistant Director General, Food and Agriculture Organization of the United Nations (FAO), Rome**

Directed the Department of General Affairs and Information to achieve visibility for FAO and to mobilize support for the global fight against hunger. Was also elected Secretary-General to the FAO Conference and Council.

1998-2000 **Director, Human Resources Management, FAO, Rome**

Directed human resources management to achieve the strategic goals of the organization.

Represented FAO at meetings of the International Civil Service Commission.

Member of the ICSC Working Group that prepared the first Framework for Human Resources Management.

Member of the Board of the United Nations System Staff College.

1995-1998 **Deputy Director, Human Resources Management, United Nations Development Programme, New York**

Assisted the Director of Human Resources in achieving strategic goals for human resources management, including transformation of the Division of Personnel to the Division of Human Resources Management.

Implemented a competency-based performance appraisal and assessment centre for United Nations resident coordinators.

1994-1995 **Senior Fellow, Mona Institute of Business (now Mona School of Business and Management), University of the West Indies, Jamaica**

Taught Human Resources Management at the graduate level.

Established a consulting network to provide the services of the Business School to the Government and the private sector.

1990-1993 **Managing Director, Hillcrest House Management Consultants, Kingston**

Provided consulting services on public sector reform, institutional strengthening and human resources development to the Government and the private sector.

1988-1990 **Director, Canadian Cooperation Office, Kingston**

Set up and managed the programme support office for the Canadian International Development Agency's programme in Jamaica.

1980-1987 **Senior Manager, KPMG Peat Marwick, Kingston**

Managed the Organization Development service of this "Big Four" consulting firm in Jamaica; provided services in compensation and job evaluation, organization restructuring, personnel policies and procedures, salary surveys and management audits.

1977-1980 **Self-employed Consulting Sociologist, Jamaica**

Conducted sociological surveys and social feasibility studies for international donor agencies such as the United States Agency for International Development (USAID), FAO and others.

1973-1977 **Social Planner, Government of Jamaica**

Conducted social surveys and prepared social development plans for rural and urban development programmes in Jamaica.

Marie-Françoise Bechtel (France)

I. Principal professional functions and activities

Since June 2012: Deputy in the French National Assembly, Vice-Chair of the Legislation Committee

From 2003 to 2012: Member of the Conseil d'Etat (which is legal adviser to the Government and France's supreme administrative court)

Member of the Council of State's Interior Section

- Legal adviser to the Government on administration
- Statuses of civil servants and public employees, local government authorities
- Justice, home affairs and immigration
- Culture and communication, education and universities

Member of the Council of State's Litigation Section

- Court of last resort judge for litigation related to local government authorities (structures, financing, personnel management), environmental issues, local and European elections

From 2000 to 2003: Director of ENA (National School of Public Administration)

- Management of the public institution (finances, personnel, policymaking, definition of national projects and international cooperation projects)
- Organization of the recruitment and training of students, who will serve as administrators in all French civil service areas
- Conduct of missions for international cooperation in the training of administrators, notably in Western and Eastern Europe, China, Lebanon and the Syrian Arab Republic

From 1999 to 2000: Legal Adviser to the Minister of the Interior

From 1993 to 1999: "Maître des Requêtes" and later "Conseiller d'Etat" at the French Council of State

- Assessor at the Council of State's Litigation Section (litigation on urban planning, all issues relating to overseas territories, and the State civil service)

From 1992 to 1993: Adviser to the Minister of Justice

- On constitutional issues and statuses of personnel under public law (prison officers, specialist educators, non-magistrate staff in tribunals and courts)

From 1986 to 1992: "Maître des Requêtes" at the French Council of State

- Legal adviser to the Government (issues referred to the Interior Section) and litigation judge (in the taxation field)

From 1984 to 1986: Adviser to the Minister for Education and Higher Education

- On all issues relating to private teaching establishments (financing, teacher status, control)

From 1980 to 1986: "Auditeur" and later "Maître des Requêtes" at the French Council of State

II. Other public activities

Since 2010: Member of the International Civil Service Commission (ICSC), participation in annual sessions

Participation in working groups:

- 2010 — Lisbon: pensions/margin adjustment
- 2012 — Moscow: pension reforms (benchmarking)
- 2014 — Geneva: performance remuneration systems
- March 2012 — participated in the mission to the United Nations Assistance Mission in Afghanistan (UNAMA) in Kabul (human resources management, issue of rest and recuperation travel, allowances and benefits)

From 2002 to 2009: Member of the United Nations Committee of Experts in Public Administration (CEPA)

- Spoke at CEPA annual meetings on issues of governance, including a presentation in 2009 on "The management of human resources: global challenges and recommendations" (Gestion des ressources humaines: enjeux globaux et recommandations) in the form of a comparative study
- Participated in the fifth Global Forum on Reinventing Government, held in Mexico City in November 2003

From 2004 to 2012: Chamber President at the National Court of Asylum (CNDA) of France

From 1990 to 2003:

- Member of the Tribunal des conflits (Court of Arbitration) from 1997 to 1999
- Member and general rapporteur of the Advisory Committee for the revision of the French Constitution (Comité consultatif pour la révision de la Constitution) from 1992 to 1993
- Rapporteur at the Military Pension Commission (Commission des pensions militaires) from 1980 to 1982

From 1983 to 1990: Senior Lecturer at the Paris Institute of Political Studies (IEP — Sciences Po Paris)

III. Publications

Revue française d'administration publique (ENA) (French Journal of Public Administration): from 1986 to 1999, wrote columns on most areas relating to public administration and policy.

Cahiers de la fonction publique et de l'administration (Journal of the Civil Service and Administration): "La réforme de l'ENA" (Reform of ENA), 2003; "L'évaluation des fonctionnaires au mérite et le principe du concours" (Merit rating of civil servants and the competitive examination principle), 2004.

IV. Public speeches

Spoke at the French National Assembly, its Legislation Committee, and in the media on issues of justice, decentralization, security, civil service, education and higher education.